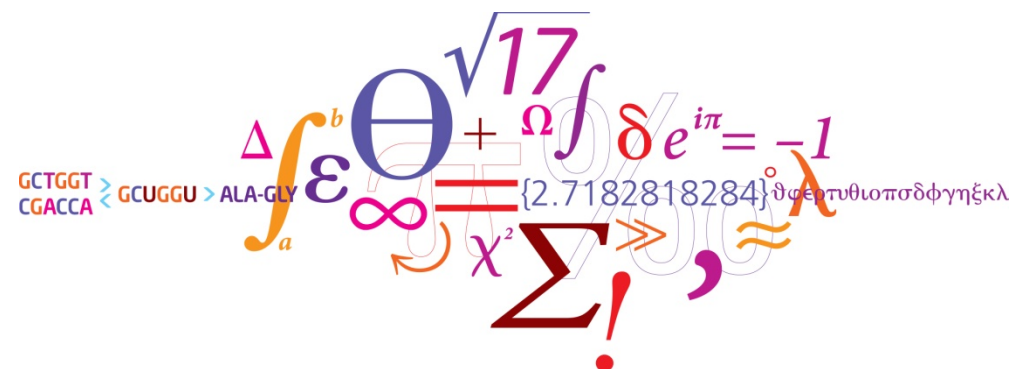
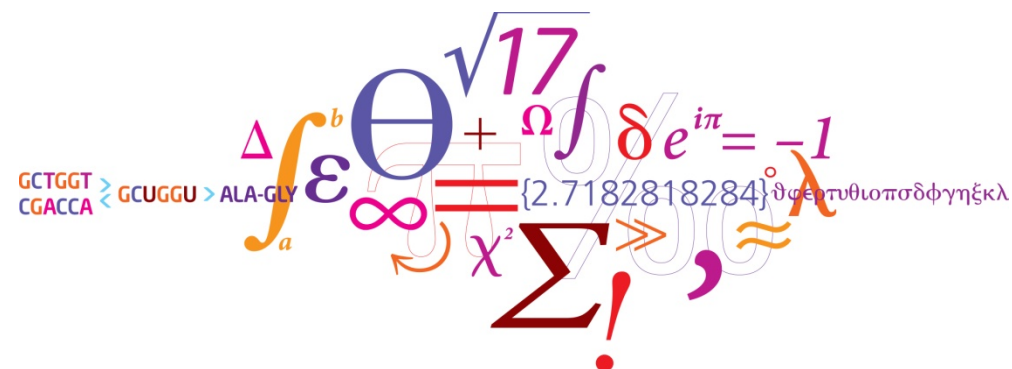


Project Management, episode 4

Irene Kouskoumvekaki



Project Control



Reporting and Control

Reporting: describing what has occurred and what the situation is

Control: doing something about what the report show

Principles of Project Control

- Reporting shouldn't be bureaucratic and tedious. It should be useful and motivating
- It should include both what goes according to plan and what deviates from it
- It should include clearly defined control criteria
- It should not depend too much on free text

Principles of Project Control

- Each time a report is made, it must subsequently be compared with the plan
- Reports should be given in fixed intervals in order not to be neglected
- They can be less frequent at the milestone level than at the detail level

Criteria for Controlling Activities



Reporting on seven different matters:

- Use of resources
- Time schedule
- Quality
- Responsibility chart
- Changes/additions
- Waiting time
- Special problems

Use of Resources

Report

- Actual resources used to the present (**work done**)
- Outstanding requirement for resources (**work to do**)
- Total use of resources (**work done + work to do**)

Control

- Clarify if there is a systematic error in estimating resources
- Resource estimates must be based on the people available

Time Schedule

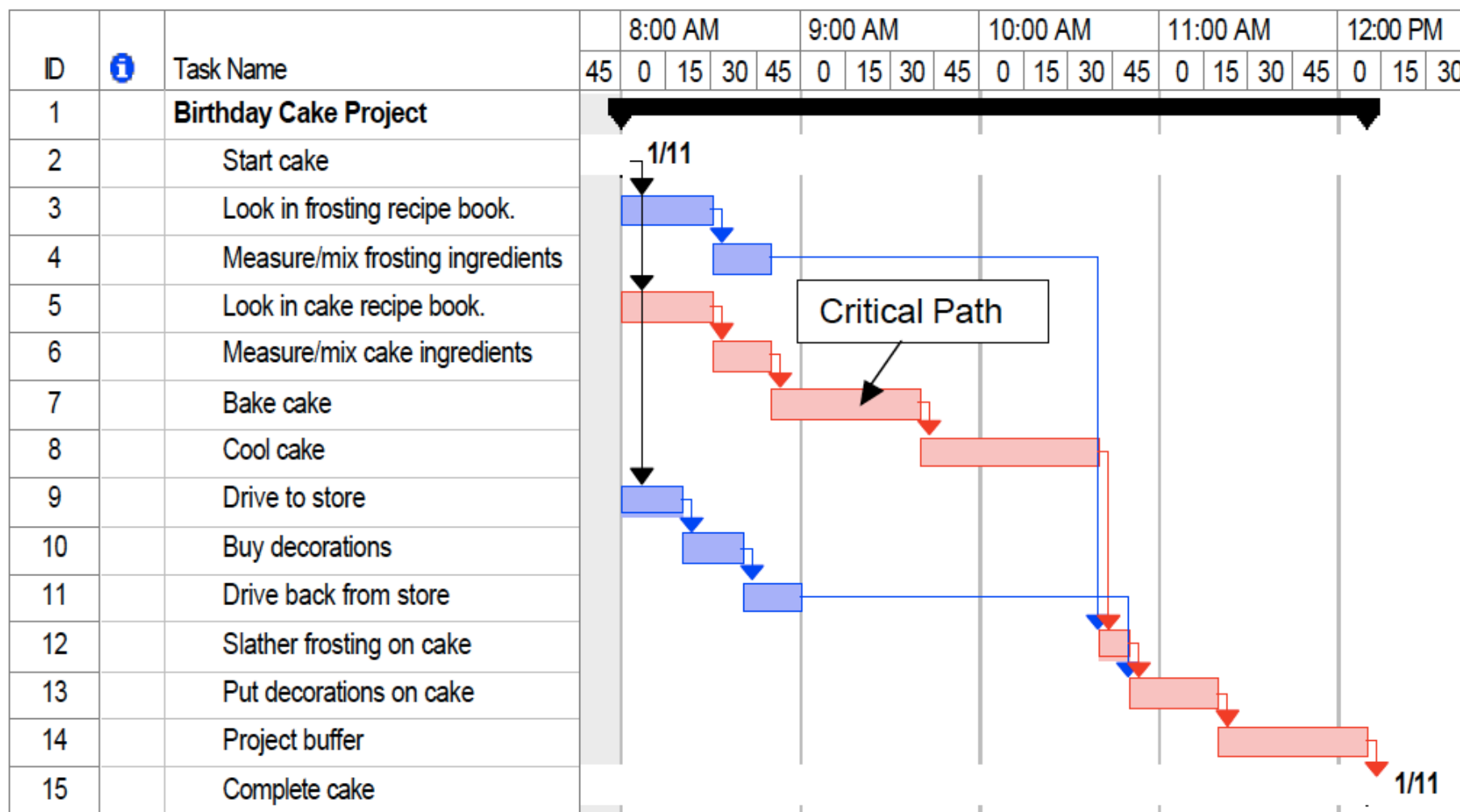
Report

- Will the activity be completed on time?

Control

- Use 50% activity estimates rather than 100%
- Include an appropriately sized “buffer activity” at the end of the activity chain, to protect against overruns

Buffer activity



Estimation of buffer time

<u>Critical Path Task</u>	<u>Optimistic</u>	<u>Pessimistic</u>	<u>Actual</u>
Look in cake recipe book	30	60	
Measure/mix cake ingreds	20	30	
Bake cake	50	60	
Cool cake	60	90	
Slather frosting on cake	10	20	
Put decorations on cake	<u>30</u>	<u>40</u>	
Totals	200	300	

Project Buffer: $(200 + 300)/2 = 50$ min

Quality

Report

- Is quality accepted?

Control

- Include responsibility for quality control into concrete specific terms on the activity responsibility chart

Responsibility Chart

Report

- Is the work pattern described in the responsibility chart being followed?

Control

- A “No” to the question must be followed up with a more detailed discussion of the responsibility chart

Changes/additions

Report

- Have there been any changes/additions to the original plan?

Control

- Changes/additions should not be accepted without being assessed for impacts
- A formalized change procedure should be adopted

Waiting time

Report

- Has there been any waiting time?

Control

- May be necessary to transfer resources from one activity to another in order to make better use of the available resources

Special Problems

Report

- Have there been any special problems? If Yes:
 - Problem description and cause

Control

- Identify the consequences for the project and suggest an action

Activity responsibility chart for the first milestone

M1.1: Draft of questionnaire

M1.2: Gather views on questionnaire

M1.3: Final form of questionnaire

M1.4: Mailing list

M1.5: Send out questionnaire

M1.6: Send out reminders

M1.7: Process the replies

M1.8: Draw up the report

Activity responsibility chart for the first milestone

Man - days	Start	Week			End		Project Manager	Managing director	Head production	Head sales	Head personnel	Personnel consultant	External consultant
		1	2	3									
4	1/1	●—●			6/1	M1.1	X/P					X	
1	8/1		●—●		10/1	M1.2	P	A	C	C	C		
1	9/2		●—●		11/1	M1.3	X/P					X	
1	1/1	●—●	●		10/1	M1.4						X/P	T
0.5	12/1		●		12/1	M1.5						X/P	
0.5	17/1			●	17/1	M1.6						X/P	
2	12/1		●—●		19/1	M1.7	X/P					X	A
3	16/1			●—●	20/1	M1.8	X/P					X	A

Activity report for the first milestone, end of week 1

Report date: 10/1

Reported by: Project manager

Work done	Work to do	Completed on time?	Is quality accepted?	Responsibility chart kept?	Changes required?	Waiting time?	Special problems?
4	0	Y	N	Y	N	N	N
0	1	N	N	Y	N	Y	Y
0	1	N	N	Y	N	Y	Y
1	0	Y	N	Y	N	N	N

Criteria for Controlling Milestones

- The milestones: which milestones have been reached
- Completion dates: they should be regarded as goals

Report

1/4 The project has started! 1/1

20/1 Milestone not achieved.
Expect to make it 24/1. 20/1

M2 will be reached as
planned 10/2

12/2

1/3

20/3

10/4

Milestone report



M0

Project starts

M1

Describe the present
situation

M2

Describe the desired
situation

M3

Requirements for change are
stated and prioritized

M4

Ideas for measurements to tackle
the prioritized requirements for
change

M5

Evaluation of the consequences of
the various measures

M6

Selected measures are included in
the action plan submitted to
manager

Quality in project work

A project can affect quality in two ways:

- The quality of the project has direct consequences for the quality of the base organization (**typical PSO projects**)
- The quality of the delivered work to an external organization determines whether or not the base organization has fulfilled its terms of delivery (**consultancy firms, research centres, IT companies, etc**)

Pitfalls

- In the foundation of the project
- In the planning and organization of the project
- In the execution and control of the project

Cracks in the foundation

- Insufficient support for the project
 - Project not aligned with business plans
 - Stakeholders opposed to the project
 - Principles and policies not defined
- Poor project definition
 - Imprecise goals
 - Levels of ambition not in balance

Pitfalls in planning

- Planning level is uniform
- Planning range is psychologically unsound
- Discourages creativity – encourages bureaucracy
- Estimates of time and cost are over-optimistic
- Capacity and competence of resources is overestimated
- Some factors are ignored
- Lack of knowledge and understanding of the uncertainties

- some factors are ignored – an example

From: Ingrid Beijik - DTU
Subject: VS: Kursus 27690
Date: May 26, 2011 4:21:50 PM GMT+02:00
To: Irene Kouskoumvekaki
▶ 3 Attachments, 507 KB [Save](#) [Quick Look](#)

Kære Irene,

Da jeg bestilte bøgerne til dit kursus, fik jeg at vide fra forlaget at jeg godt kunne købe dem. Men da jeg rykkede for at få dem, fik jeg lige pludselig at vide at bøgerne ikke må sælges i Skandinavien. Se følgende besked fra forlagets repræsentant:

I'm so sorry, but this title is indeed restricted. Hardly any of our titles are restricted for Scandinavia but this one is. I'm so sorry this escaped my attention when you emailed me about it. Alternatively I could suggest the following titles:

Organizational Project management - 9781567262827

The Handbook of Project Management - 9780749449841

Project management Fundamentals - 9781567262810

Hvis du kan bruge en af disse titler i stedet for, vil forlaget sende dem med kurer til os så vi har dem til tiden.
Hvad siger du til det?

Mange hilsner,
Ingrid



Pitfalls in organizing

- Alternative organizations are not considered
- Distributions of responsibility are not defined
- Principles of cooperation are not clear
- Key resources are not available when needed
- Lack of motivation

Pitfalls in controlling

- Misunderstanding the purpose of control
- Plan and progress reports are poorly integrated
- Responsibility without authority
- Not well-defined, formalized communication between project manager and project members

Pitfalls in execution



- Problems in cooperation
 - Different people work by different rules and procedures
 - Technical methods are too complicated
- Problems in goal setting
 - Imprecise goals
 - Uncontrolled changes in the plan or specification
- Problems in activity execution
 - Activities not completed and documented before others begin
 - Project members seek in vain the perfect solution
 - Quality control is inadequate

Procedures to increase Quality and avoid Pitfalls



- Formulate purpose and goals and draw up the project mandate
- Divide the project into phases, sub-projects, etc.
- Start each phase by drawing up milestone plan and milestone responsibility chart
- Conclude each phase with evaluation
- Conclude the whole project with evaluation
- Hold regular project meetings
- Develop a checklist for use in quality assurance (see Fig 9.1)

Exercise

What are potential pitfalls in the Party Project?

How could they be avoided?

Exercise (for 10/6)

Make a slide presentation of the Project Foundation and Project Planning for the birthday/bachelor/wedding party you organized

Extra Exercise – the last Distortion?

TICKETS / INFO POINT

WEDNESDAY

CITY

THURSDAY

NØRREBRO

FRIDAY

VESTERBRO

SATURDAY

FINAL PARTY

SUNDAY

HYGGE

COPENHAGEN

DISTORTION

1-5 JUNE 2011

TICKETS

ATMOSPHERE

PROJECTS

WIN WIN WIN

LINE UP A-Z

FLYERS

FOR BEBOERE

TRAVEL

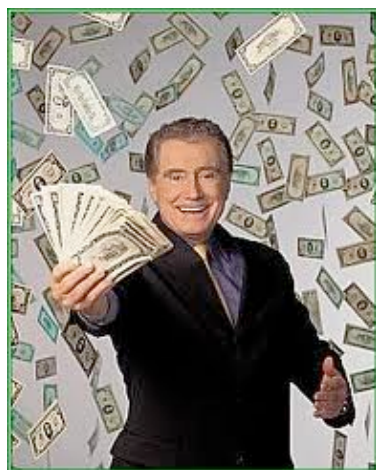
HELLØ

FAQ

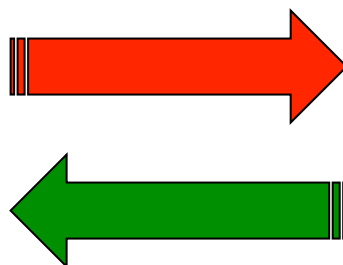
ABOUT

Background information

- Music festival since 1998
- It has been growing massively in size year after year
 - 1998: 3,700 visits
 - 2010: 93,850 visits
- This year may be the last one due to a huge money deficit



WHAT DID GO WRONG??



Questions?

